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Workshop: Interest-Based Bargaining

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Mutualgain Strategies

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National Center for the Study of Collective Bargaining in Higher Education and the Professions

Fitzgerald, Workshop: Interest-Based Bargaining

INTEREST BASED BARGAINING OVERVIEW



INTEREST BASED BARGAINING

- ***We bargain every day with someone.***
- ***We use different styles in different settings.***
- ***No one style is right or wrong.***
- ***This overview is not a repudiation of what you may have been doing.***
- ***This methodology is not a “miracle cure.” It may not be successful.***
- ***This methodology is not “brand new”. It’s an enhancement of existing skills.***

NEGOTIATING STYLES

Dr. Rollin Glaser and Christine Glaser

Concern for Relationship

High

Low Substance
High Relationship

High Substance
High Relationship

Mod

Moderate
Substance
Moderate
Relationship

Low

Low Substance
Low Relationship

High Substance
Low Relationship

Low

Moderate

High

Concern for Substance

NEGOTIATING STYLES

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Dr. Rollin Glaser and Christine Glaser

Concern for Relationship

High

N3
Accommodate
Build friendly
relationships

N2
Collaborate
Creatively problem
solve so both parties
win

**INTERACTING
CONCERNS**

Mod

N5
Compromise
Split the
difference

Low

N4
Take
whatever you
can get
Withdraw

Defeat
Be a winner at
any cost
N1

Low

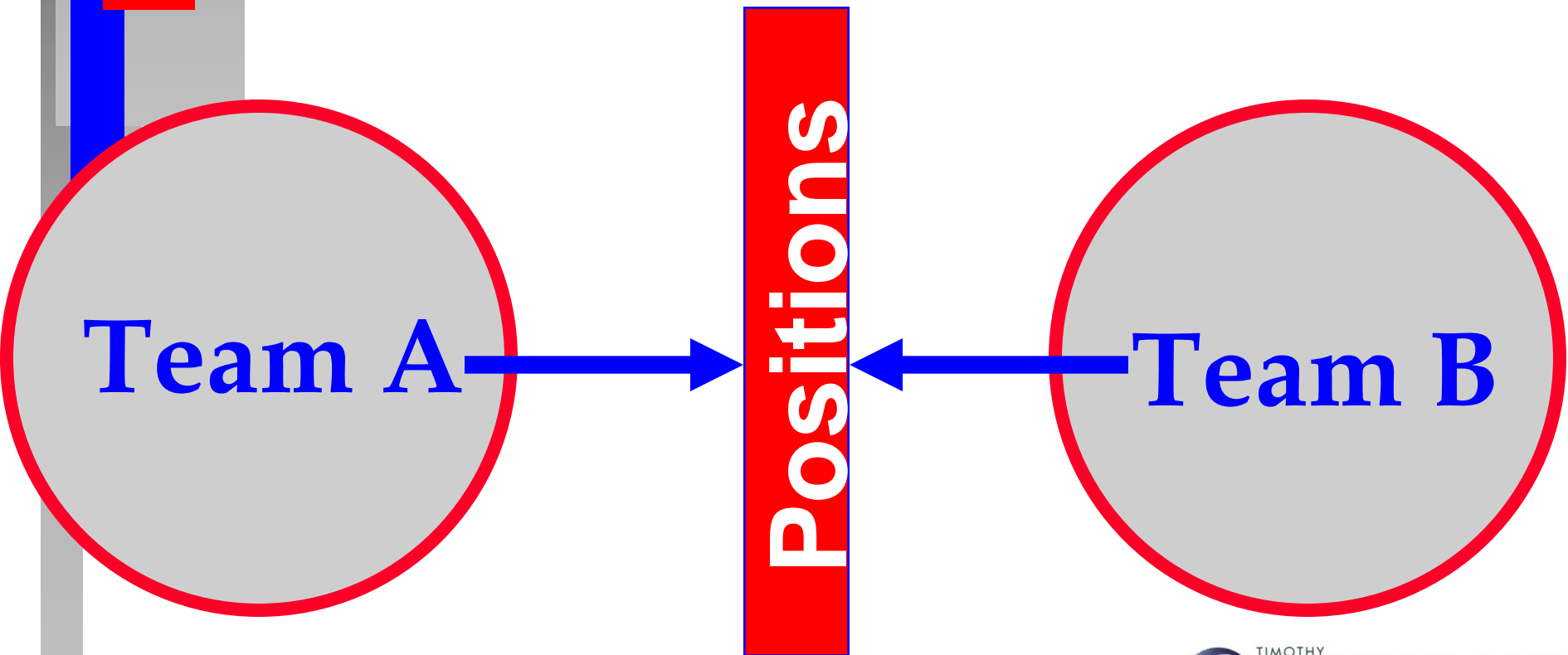
Moderate

High

Concern for Substance

POSITIONAL BARGAINING

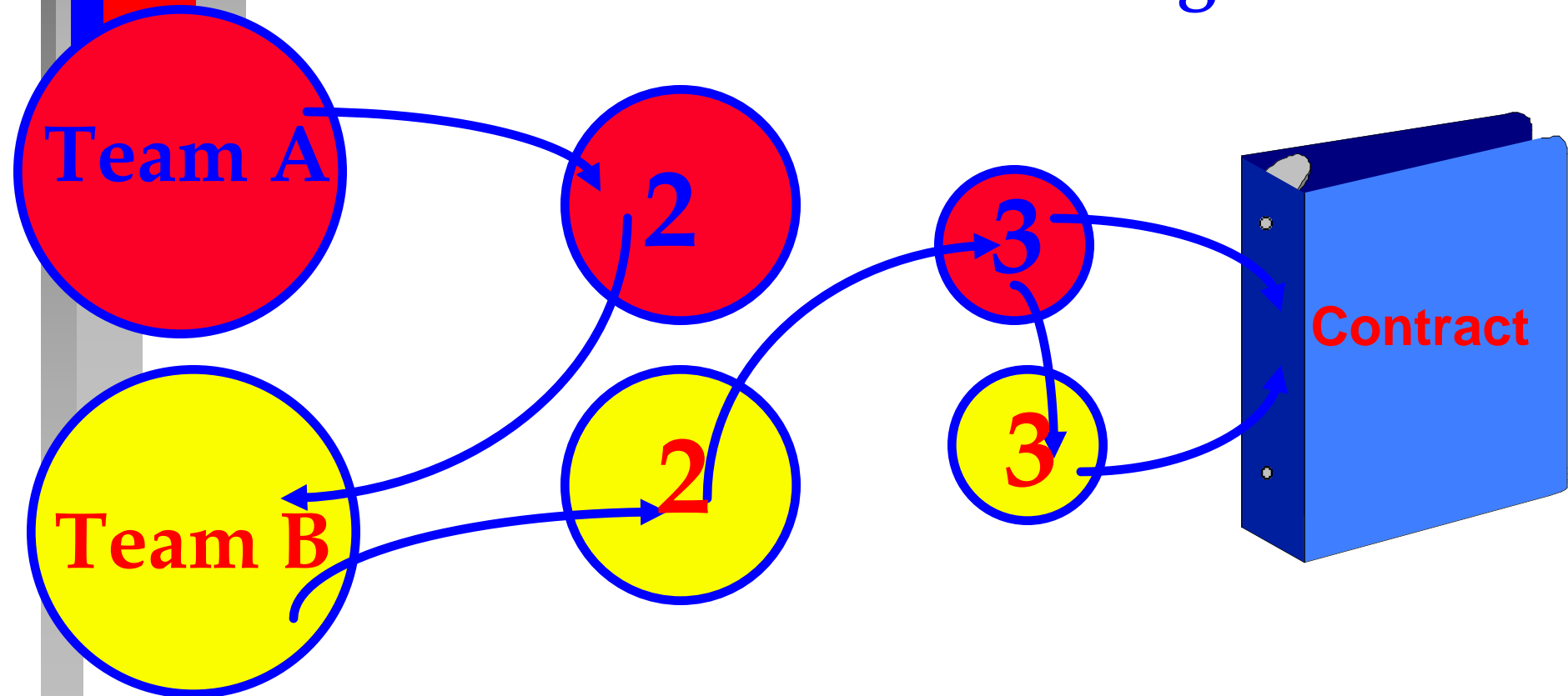
The Positional Model of Negotiations



CONCESSIONAL BARGAINING

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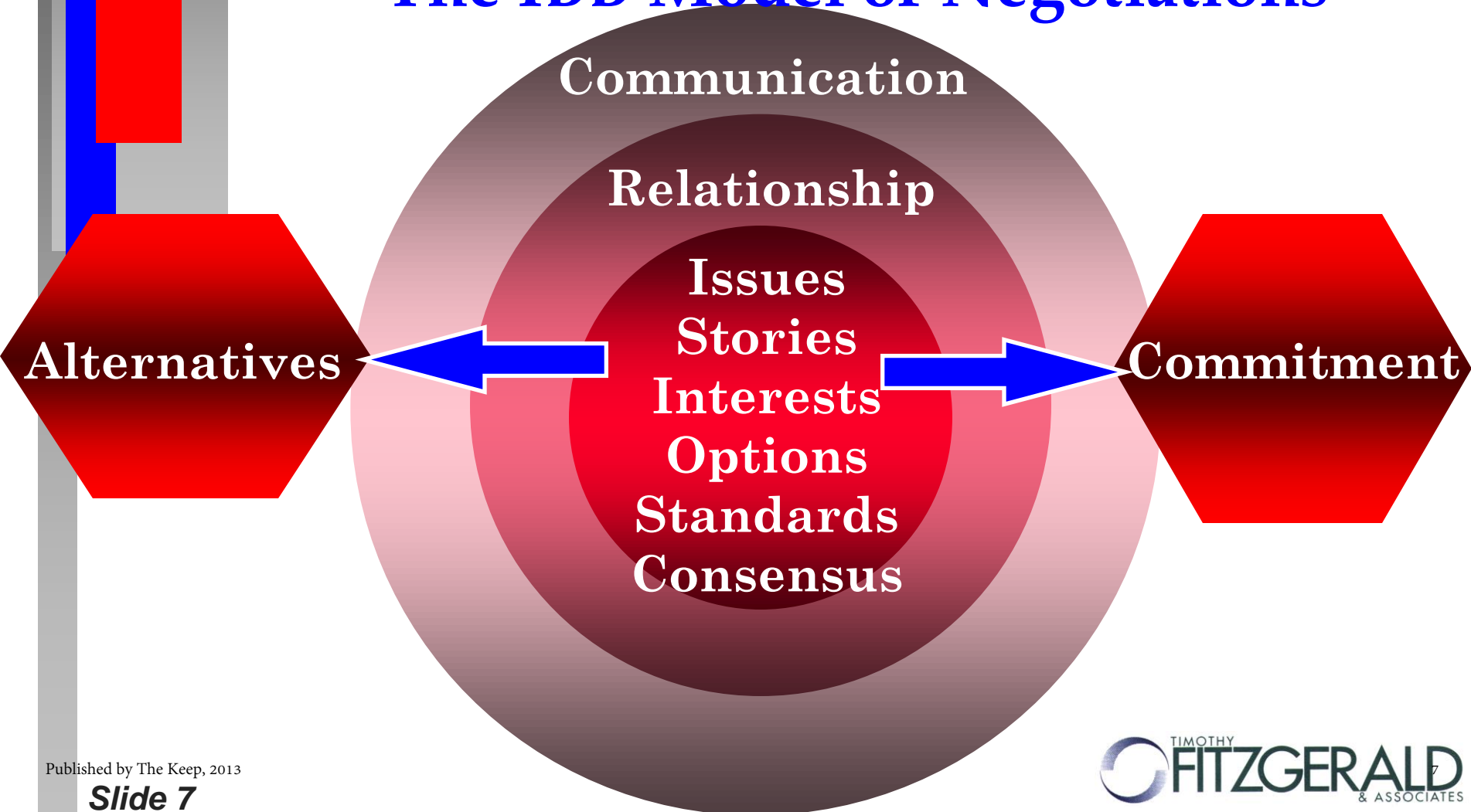
The Concessional Model of Negotiation



INTEREST BASED BARGAINING

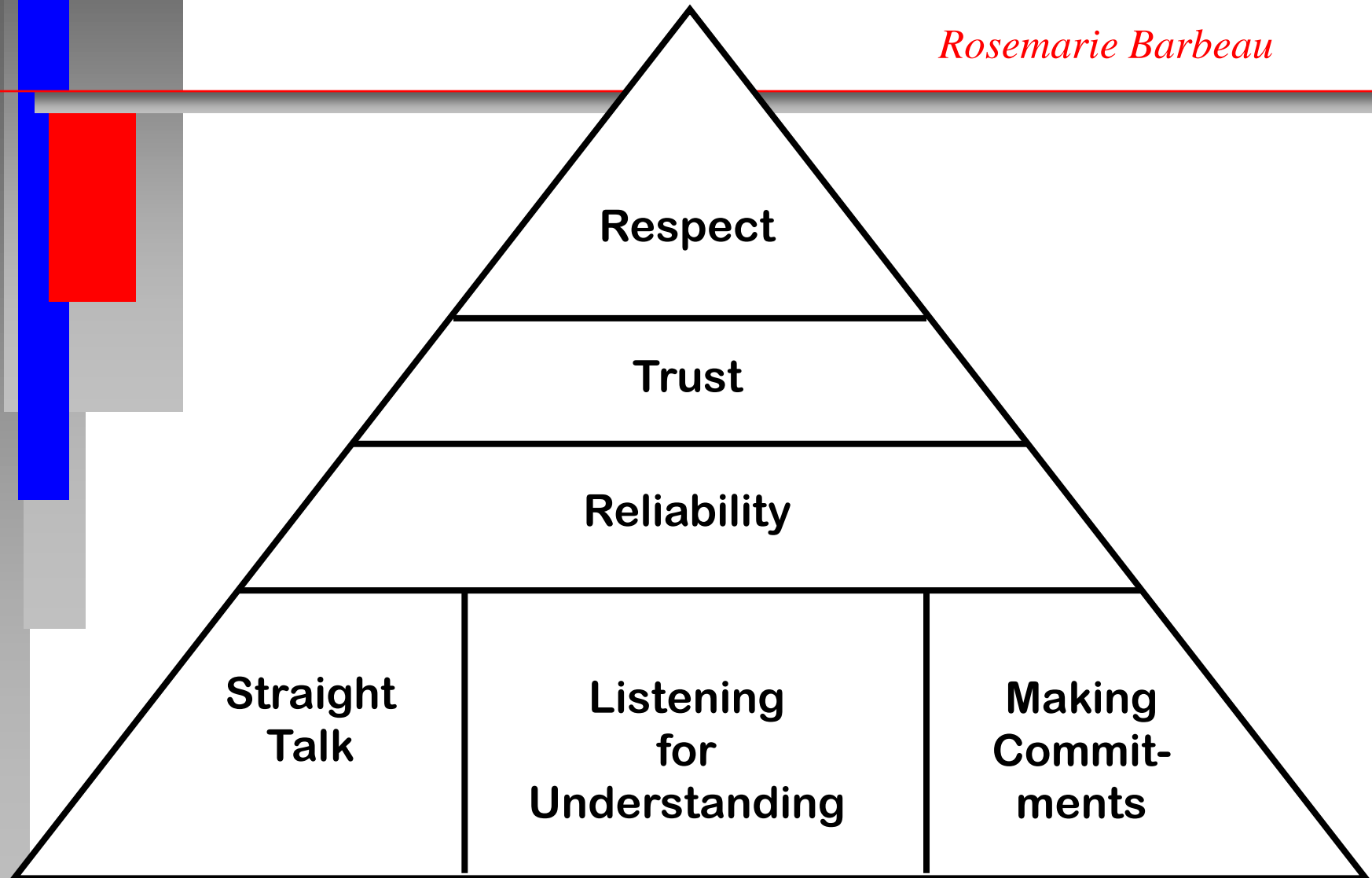
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The IBB Model of Negotiations

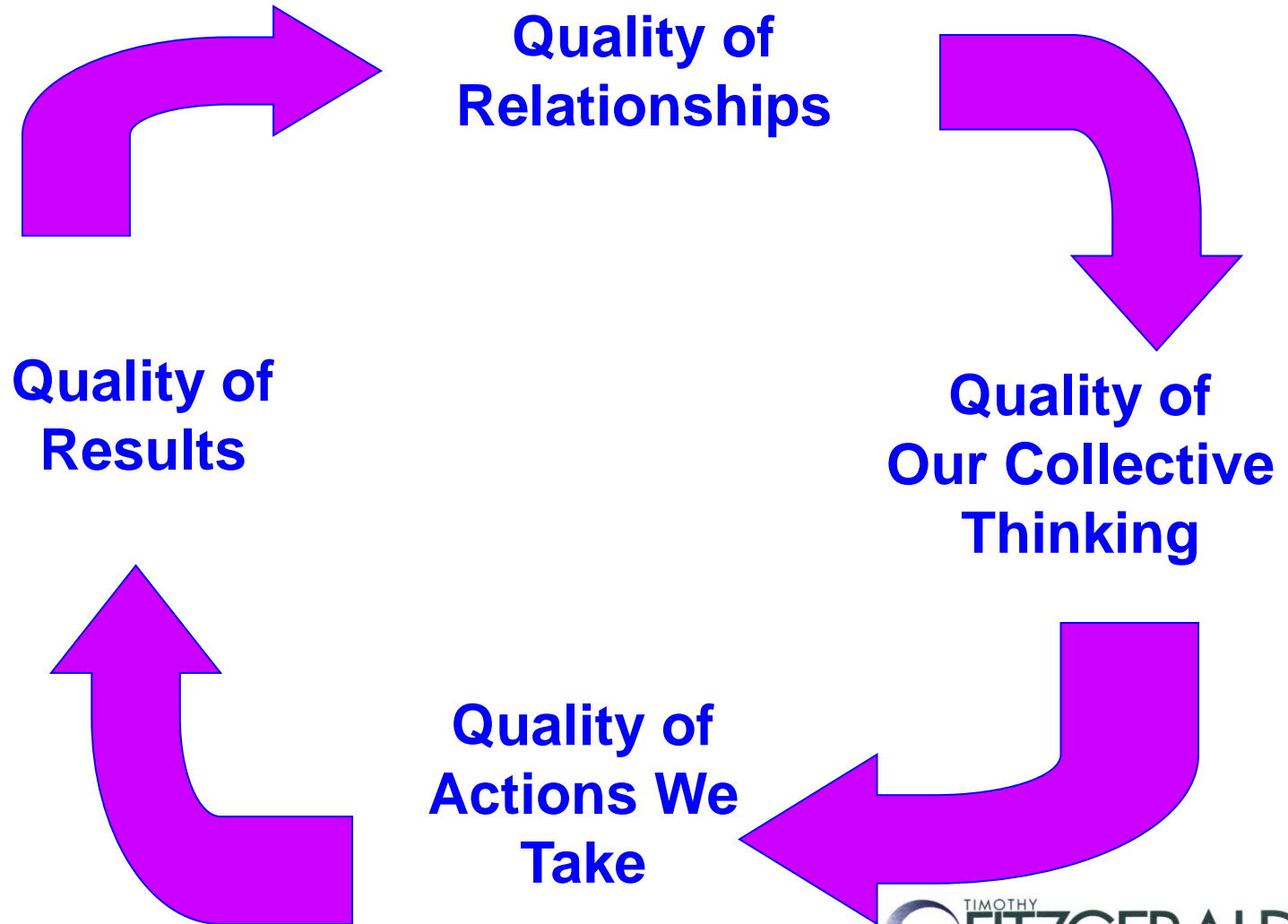


The Building (blocks) of Trust and Respect

Rosemarie Barbeau



THEORY OF SUCCESS



ELEMENTS OF INTEREST BASED BARGAINING

- ***Communication***
- ***Relationships***
- ***Issues/Topics***
- ***Stories***
- ***Interests***
- ***Options (Brainstorming)***
- ***Standards***
- ***Straw Design***
- ***Consensus***
- ***Commitment***

ISSUES

- *Work Load*
- *Salary*
- *Grievance Procedure*
- *Leaves of Absence*
- *Evaluation*
- *Bereavement Leave*

Telling the Story

- *Explain the problem and issue in detail*
 - *What happened [or is happening]?*
 - *When did it happen?*
 - *Who is involved?*
 - *How does it affect us?*
 - *How does it make us feel?*

INTERESTS

**THE NEEDS, WANTS, FEARS,
ASPIRATIONS**

**WHY HAS THIS
PARTICULAR ISSUE BEEN
BROUGHT TO THE TABLE?**

STRATEGIES FOR CLARIFYING INTERESTS

- ***KEEP AN OPEN MIND AND
DISCUSS THE MATTER
OBJECTIVELY***
- ***ASK OPEN ENDED QUESTIONS.***
- ***ASK “WHY” OR “WHY NOT”.***
- ***ASK “WHAT CAN IT HURT?”,
ETC.***

POSITIONS vs. INTERESTS

■ POSITIONS

- ⇒ ***THINGS YOU SAY YOU WANT***
- ⇒ ***THE DEMANDS THAT YOU MAKE***
- ⇒ ***THINGS YOU SAY YOU WILL OR WILL NOT DO***

■ INTERESTS

- ⇒ ***THE UNDERLYING MOTIVATIONS***
- ⇒ ***THE NEEDS AND CONCERNS***
- ⇒ ***THE FEARS AND ASPIRATIONS***

OPTIONS

**POSSIBLE SOLUTIONS OR
PARTS OF SOLUTIONS
THAT REQUIRE THE
AGREEMENT OF BOTH
SIDES**

BRAINSTORMING GROUND RULES

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- ***No Criticism***
- ***No Evaluation***
- ***No Attribution***
- ***No Commitment***

STANDARDS

**OBJECTIVE CRITERIA
THAT CAN BE USED
TO MEASURE A FAIR
AGREEMENT**

STANDARDS

- ***RELEVANT***
- ***FAIR TO BOTH SIDES***
- ***RATIFIABLE***
- ***PRECEDENT***
- ***INDUSTRY PRACTICE***
- ***LAW***
- ***COSTS***
- ***WIDELY ACCEPTED***
- ***EQUAL TREATMENT***

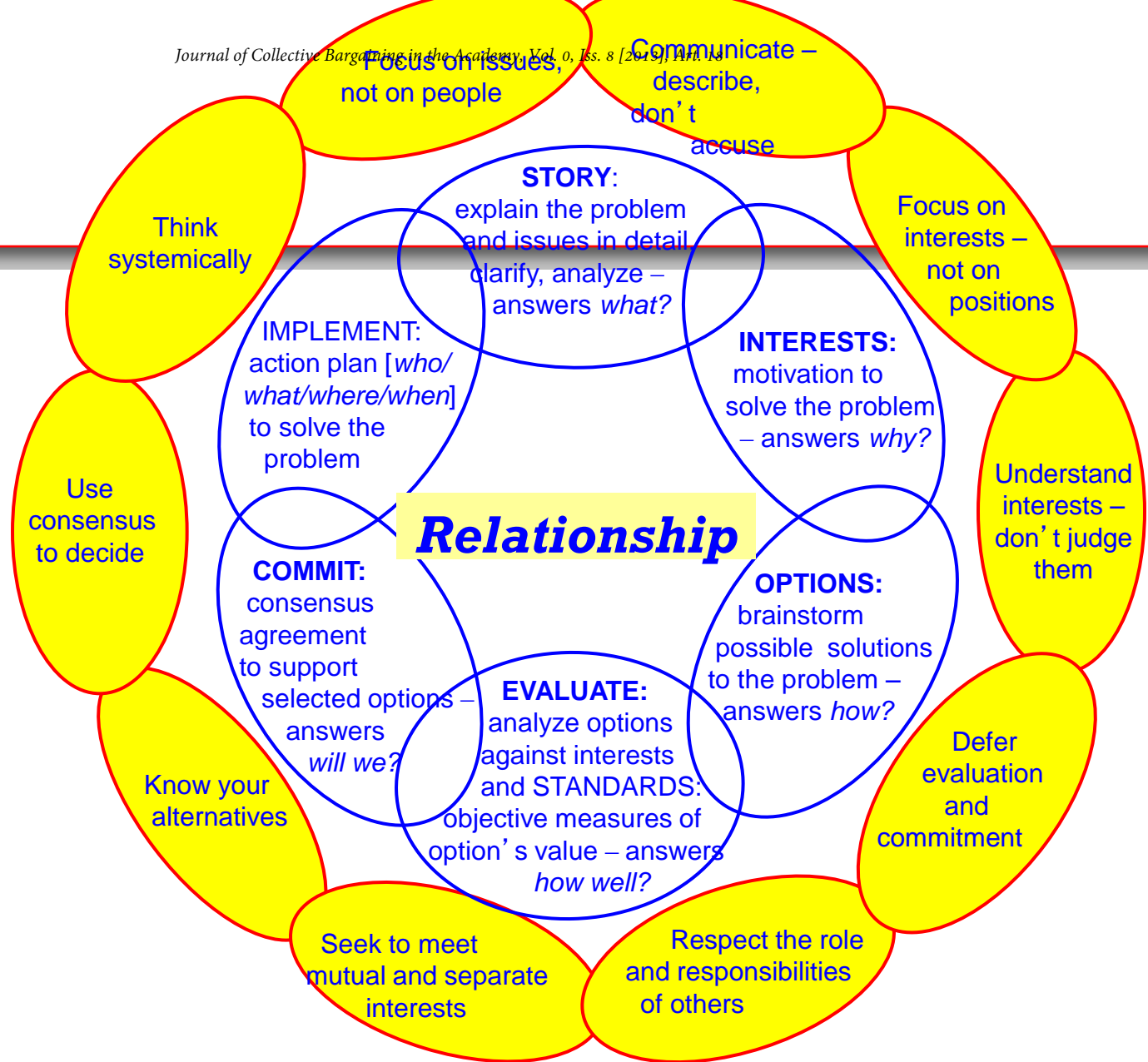
CONSENSUS

A decision in which all members of the group can agree on the result.

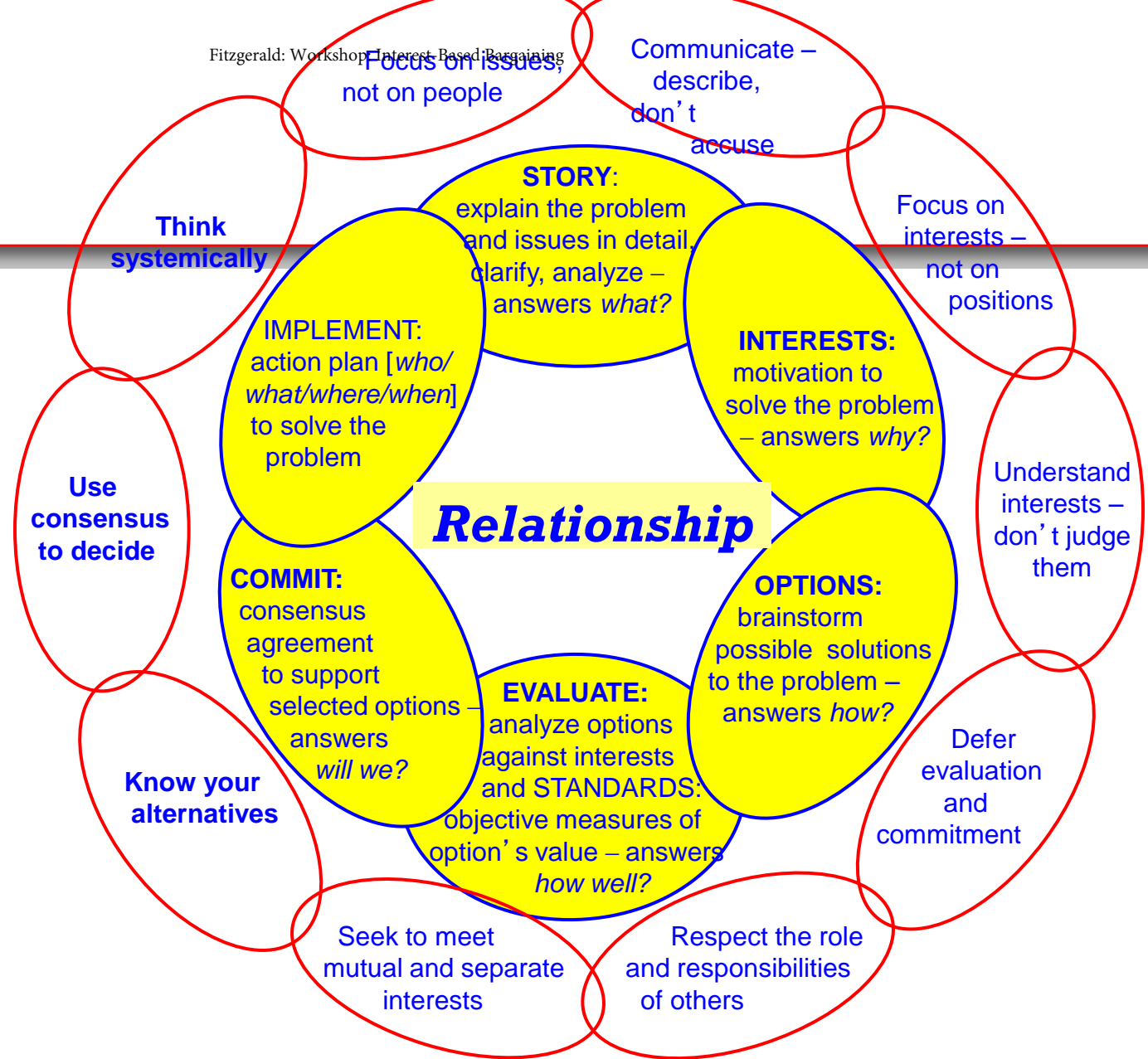


CONSENSUS REACHED

- ***Agreement on a single option.***
- ***Each group member can honestly say:***
 - ***I believe that you understand my point of view.***
 - ***I believe that I understand your point of view.***
 - ***Whether or not I prefer this decision, I support it because:***
 - ***It was arrived at openly and fairly.***
 - ***It is the best solution at this time.***



An Interest-Based agreement process relies on ten key *attitudes* and *behaviors*, identified in the outer ring. Adapted from a model developed by Ron Wilson from the Oregon School Boards Association.



An Interest-Based agreement process is based on the 6 elements identified in the inner ring. Adapted from a model developed by Ron Wilson from the Oregon School Boards Association.